

Baltimore CEDS committee meeting

November 6, 2008



Objective

- To collaboratively establish a unified, positive image of the City of Baltimore in order to create synergies in all our individual marketing efforts

Image Building Framework

- **WHO:** Identifying the targeting audiences it is most important to market the City to
- **WHAT:** Understanding what the overarching Baltimore brand **promise** is
- **HOW:** Creating a way to work collaboratively to bring the disparate marketing organizations together to leverage the brand promise and promote a consistent, sustained, and positive image

Overview of Sub-Committee Process

- Meeting I: Brainstorm the “Who” and “What”√

Empty Nesters



- These individuals skew 55+, are hip, affluent and desire urban living.
- **Current Image.** Baltimore is not good enough for them. They consider it a B+ town. It is their 3rd or 4th choice and the City is not perceived as safe although it is not as difficult or daunting as other cities.
- **Desired Image.** There are endless possibilities for fun and entertainment. Examples are the history in Fed Hill and the water and shops in the Inner Harbor. Baltimore is a place that suits their lifestyle, vision, and pride. It is a place where this target can be easily connected to community and health.
- **Top communication points.** Baltimore is an interesting, enjoyable lifestyle that has the comfort of community and healthcare, convenient amenities, entertainment, and lifelong learning opportunities. Baltimore is the best kept secret!
- **Top Reasons to Believe.** Testimonials from residents and vibrant visuals such as the Inner Harbor East, Mill Center, Fed Hill, Water and Green Space.

Tourists/Visitors



- These tend to be affluent families, with an average of three children. The mom makes the decision in this group and she finds her information on the web and through word of mouth.
- Current image. Baltimore is a blue collar town with not much to do so why go? It is gritty and has safety issues.
- Desired image. Baltimore has a unique culture with resources such as history and the water. It is quirky, accessible, affordable, and walkable.
- Key communication points. (How do we deal with safety?) There is always something new and different happening. It has easy access, it's unique and the water appeal is magical. Walk it and love it.
- Top Reasons to believe. Cost of things to do. You are two feet from everything. Attractive image of the waterfront and other attractions.

Families



- These families typically have school-aged children and are looking for home ownership opportunities.
- Current Image. Their current image of the City is that it is a challenging place for families due to schools, safety, and the taxes; however, it is also a rich environment filled with diversity and culture. Baltimore also has a strong community environment that fosters the ability for new families to get connected. For the African-American middle class, in particular, its challenge lies in the lack of “sense of place” for the community and events and places for this target to gather.
- Desired Image. The desired image for this target audience is that Baltimore is family-friendly, welcoming, inclusive, accessible, safe, rich, and creative, with a lot of culture, green, and opportunities. For the African-American middle class, the key piece of this image is promoting an inclusive environment where they can feel they belong to the fabric of the community and that is non-racist.
- Top communication points. Baltimore City should promote its current family success stories to demonstrate how family friendly the City is. This includes stories about the schools (private, public, and charter), the many students that are attending ivy-league colleges and universities from Baltimore every year and the Downtown Baltimore Family Alliance comprised of over 1000 families. For the African-American middle class, the City should promote its many social networks and opportunities to get involved in the community.

College Students/Young Professionals

- These are high achieving young persons attending college and young professionals 21-40 making \$28,000-\$75,000 a year. They include singles and young families and enjoy shopping, dining and the night life in places such as Fed Hill, Canton, and Charles Village. They also enjoy the diversity, sports, and convenience/proximity in Baltimore.
- Current Image. Baltimore is a second-tier city, with not enough to do, and is hard to get around/has a lack of mass transit.
- Desired Image. Baltimore is a place where you can be active, be green and live an enjoyable lifestyle.
- Top communication points. Baltimore is quirky, authentic, affordable and manageable.

Investors

- These include employers, retailers, developers, philanthropists, financing markets, meeting planners and new entrepreneurs.
- **Current Image.** There is not the necessary purchasing power to invest in Baltimore. The City is losing business and residence and the state does not have a pro-business government.
- **Desired Image.** Baltimore is a place of go-go knowledge for the 21st century economy. There are lots of investments taking place in Baltimore, which is supported by the growing business and residential markets, the research and development, the capital investment and the incentives from the government.
- **Top communication points.** There is a lot of current investment in the City. Baltimore has a top ten downtown. It is no longer a rust belt city. It is a new city with a new set of peers.
- **Top Reasons to Believe.** These are all facts and can be supported by national trends.

Overview of Sub-Committee Process

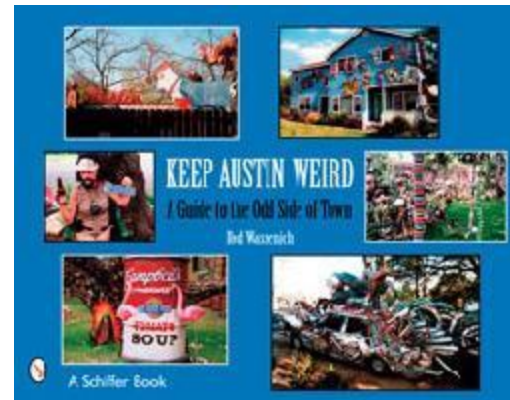
- Meeting I: Brainstorm the “Who” and “What” ✓
- Meeting II: Confirm the “Who” ✓

Examples of City Branding

- What happens here stays here



- Keep Austin Weird



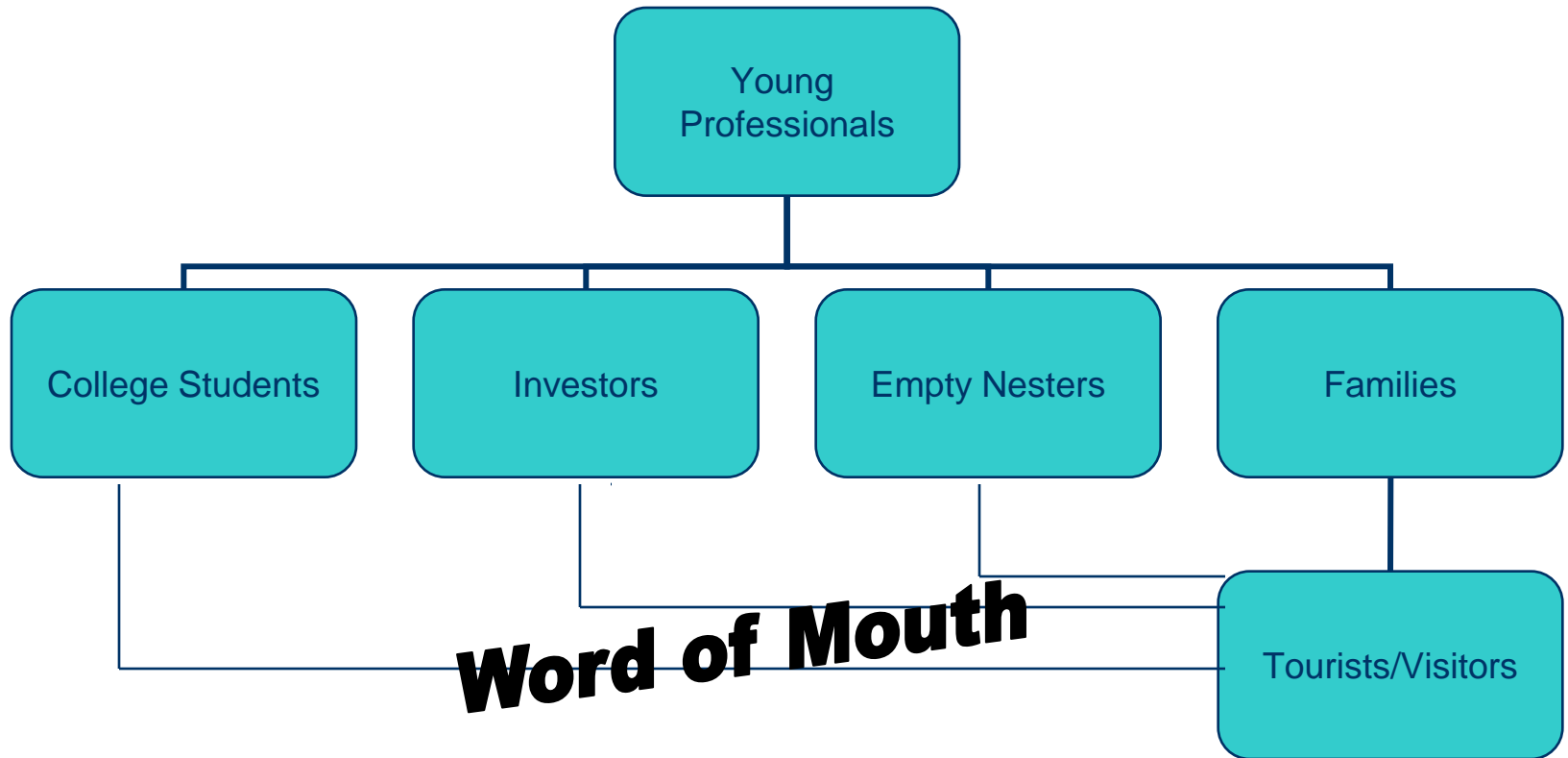
HOW TO BUILD A BRAND

- Brands must be focused and specific
 - Prioritize target audiences
 - Ensure identity is differentiating
- Brands must have consistency and frequency
- Branding is not a tagline or logo
- Branding creates a long-term vision
- Brand positioning is the core promise

Recommendations (Short-term)

- Prioritize Baltimore young professionals for building the image of Baltimore
 - Attraction to Baltimore: 41% of homebuyer in 2007 were 25-34
 - Growth potential: Baltimore needs skilled workers for new knowledge-based economy
 - Affinity and relationship to other segments

Recommendations (Short-term)



Recommendations (Short-term)

- Create a point of difference (authenticity, affordability, manageability, quirkiness) for Baltimore relevant to our young professionals and assess its relevance to other target audiences

Overview of Sub-Committee Process

- Meeting I: Brainstorm the “Who” and “What” ✓
- Meeting II: Confirm the “Who” ✓
- Work in process:
 - Evaluating recommendation for a branding agency, funding available to complete request, and best use of \$20,000 in EDA funding available
 - Development of strategy for Mayor’s office of Marketing and Public Relations